



TRANSFER NETWORKS - PHASE 2

RU:RBAN

STATE OF TRANSFER REPORT



NETWORK EXPERT

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Introduction

- Materials generated by the project internal MTR preparation as also the official MTR process, specifically the completed surveys and the outputs from the MTR meetings

Ru:rbn State of the Transfer Report (STR) is the final outcome of the Mid Term Reflection process (based on internal the project preparation and implementation according the JS officers suggestions) and has been finalised almost at the half-way stage of the Network transfer efforts in December 2019 and January 2020.

It reflects upon the progress of Ru:rbn project in relation to the Transfer of the practice itself, the Transfer tools, as also the Barriers and Challenges moving forward.

The STR has been put together through a combination of supporting tools and methods:

1. The NE overviewed through 2019 all partners' key learning grids (**KLG**) deliverables, as also their brief city reports (**BCR**) (after each TNM). These documents are used as an internal the project ongoing supporting tool where partners commented:
 - on key learning points through the transfer journey (KLG)
 - on "What I liked – What was useful for my Transfer Plan efforts" and on What can be improved in the next TNM – What can be more useful for my Transfer Plan (BCR)
2. The NE prepared a special document called A1. CTP - Barriers to Overcome on the way to Ru:rbn Mid-term Reflection that was shared during the TNM in Loures (September 2019). The NE modified the final version of this document according other transfer networks similar tools, the LP contribution, as also some RU:RBAN partners' suggestions and sent it to all at the end of September 2019.

The suggestion by the NE was that each partner should include the document in the forthcoming ULG meeting agenda, to be discussed with all present ULG members (before the next TNM in Thessaloniki). This document was considered as a very critical additional MTR supporting tool for the project implementation.

All partners followed the NE suggestion and discussed extensively during their ULG meetings all possible barriers, any possible solutions to overcome them, as also actions to implement until June 2020.

The main conclusions and all possible barriers on the chosen topics are included in a NE Technical Report that was extensively presented in Thessaloniki MTR (Day 1) as a basis to discuss all related aspects with the partners. Conclusions and comments included in this Report along with the

MTR survey and Thessaloniki session are inputs to this TSR, for improvements on partners CTPs and next steps by summer 2020 and the last meeting in Krakow, before the 6 months dissemination project period.

3. A survey through internet with 14 participants (transfer partners level) was undertaken with the Good Practice Transfer City (Rome) and the 6 Transfer Partners (each partner contributed with 2 questionnaires filled out by the ULG coordinator and an officer closely related with the project implementation). LP also participate with 2 members of the project team in a different survey regarding only lead partners.
4. The findings of the survey, conclusions made and other critical issues were overviewed by the NE and the JS responsible officer (Celine Ethuin). They were discussed at the MTR Transnational Meeting of Ru:rbn on Thursday 5th December 2019
5. This report has been finally shaped by the Ru:rbn Network Expert and sent to LP to reprogram activities in 2020. It was also upload to Basecamp and included in the NE 4th Report.

The STR consists of the following sections:

1. Section 1 includes an abstract of the 'transfer big picture' so far based on tools and methods mentioned above,
2. Section 2 explores the Transfer and Improvement process and assesses the quality of particular activities. It also supports our efforts as a review to help all involved people (in project and program level) gain a better understanding of how this transfer process works,
3. Section 3 explores the tools which have been utilized by Ru:rbn partners to record the Transfer Journey so far and the skills they have learned along the way,
4. Finally, Section 4 looks ahead by identifying risks (and barriers) and describing what's next happens in the Ru:rbn Transfer Journey by June 2020 (last TNM in Krakow) and by the end of 2020.



Section 1: The Big Picture

- The partners summarised the network experience so far as very good. They are satisfied with the support they got from the LP, the ad hoc experts and the NE.



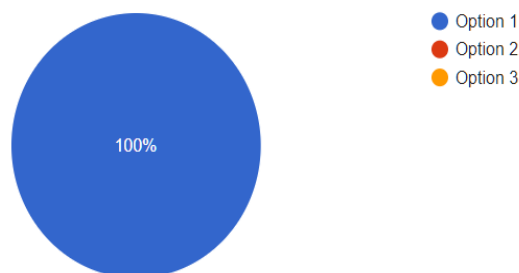
The survey invited partners to revisit their Transfer Plans and to consider progress to date against their initial expectations.

The Ru:rbn Network Experience so far is presented below with print shots and comments from the survey results:

- 6 out of 6 of the partners' cities assessed the transfer experience as good.

1. Overall, how would you summarise your URBACT Transfer Network experience so far?

12 απαντήσεις



- Specific highlights that were identified in the discussions during the MTR meeting are:

- Positive things about Ru:rbn so far:
 - The raised capacity building in Urban Gardens management of the ULG participants
 - The skills raised by the Gardenisers ant Toolkit

- Diversity and similarity among partners
 - Common feeling of the strength of the project team
 - **Chances to exchange other countries experience**
 - Cooperation with other cities
 - Inspiration and motivation for urban gardens development
 - Formulize gardening vision in the city
 - Transnational meetings and field visits
 - Feeling like A European!
 - Cooperation with ULG members
 - Learn new things in a very friendly way!
- Future Challenges mentioned by the partners:
- Adapt a system of management and of rules that makes sustainable their urban gardens
 - Bring project results to a long lasting local intervention
 - How to deepen exchange of knowledge & tools that can be shared & applied
 - Bringing all stakeholders together
 - To share knowledge in practise after the end of the project and improve state of the art
 - **To approve a local regulation**
 - Aligning local priorities with project objectives
 - Communication and understanding issues
 - Merge of new ideas for the CTP after each TNM
 - Establish new urban gardens in their city
 - Make policy makers to realize the benefits of UG
 - More occasions with collaborations with the partners
 - Formalities regarding external expert, financial reports
 - Going on working on the plot after 2020!

Highlights emerging from the survey & identified during the MTR are:

- **Excellent leadership** (regarding Lead Partner, Ad Hoc Experts and Network expert)
 - Really inspiring and fruitful **Transnational meetings especially for the capacity building raise of the ULG members**
 - Big progress in elements E1 and E3 **already achieved (partly)**
 - Great success **of E2 – Gardenisers' training**
 - Development of **supporting and MTR tools by the NE**
 - **The partners became also friends** and this is really reflecting in the project transfer efforts.
 - **Very professional and interesting** city TNM videos
- Specific problems that were identified during Ru:rbn Year 1:
- Partners stated that the project was very demanding (especially between February and June 2019) and not all of them were able to fully follow all tasks on time. Almost

everything is running as planned in project level after September 2019.

- Partners were a bit confused with the new project & dissemination tools and vocabulary. Difficulties reported to complete interesting Transfer Diaries and Vox Pops mostly until the Loures TNM.
- A Coruna faced problems in motivating critical ULG members to take part in the local meetings, as also in project administrative issues. A bilateral meeting is mainly foreseen to support the partner to overcome this, as also support to formulise interesting agenda topics for the next ULG meetings.
- Caen is facing a variety of barriers to overcome to fully implement the CTP. Most of them are due to short history on this Urbact policy topic. The lack of experience in established urban gardens and the low interest of city representatives, as also the lack of funds for it are examined by the NE to amend slightly the CTP, regarding Element 3. The NE is looking for alternatives to support the partner during 2020 to mostly work further on to Element 1, than Element 3.

One aspect of the Transfer network that was assessed and extensively discussed as a **major concern** between the partners: **support from the politicians especially regarding the transfer efforts of Element 3 (Regulation)**.

- Specific barriers that were identified during Ru:rbn Year 1:

Possible Barriers	Abstract and NE comments on partner's A1 filled out documents during their ULG meeting
<p>Unresponsive or low interest stakeholders</p>	<p>Caen, Krakow and Vilnius are not facing this as a barrier, while Thessaloniki, A Coruna and Loures are. A Coruna faces barriers mostly to Elements 1 and 3, while Loures faces barriers on Element 2 and Thessaloniki to all Elements.</p> <p>The main barrier that Thessaloniki phases for all elements has to do with the problem of associations invited to participate to the project and didn't respond. Their participation could increase the dissemination of the project and the collective knowledge. This fact doesn't affect the implementation strongly, since the core participants and organizations are very motivated and interested. The ULG coordinator will continuously try to those invited to somehow participate in the future activities and the TNM in Thessaloniki.</p> <p>In A Coruna are missing a critical number of main ULG members, that are not following E1 and E3. The lack of representativeness of these ULG members affects the</p>

<p>Lack of skills for ULG management and lack of motivation</p>	<p>development of the transfer plan actions. Some actions to overcome this critical barrier were decided on November the 6th, 2019.</p> <p>Loures phased a barrier regarding Gardenisers low interest and lack of participation so far. An action to overcome this barrier is foreseen.</p> <p>-----</p> <p>A Coruna is the only partner that faces barriers to Elements 1 and 3 on this topic, although these 2 Elements have a limited effect on the development of the TP. Improvements are waited with the support of the external experts and the city council.</p> <p>-----</p>
<p>Retaining high motivation of ULG members over longer periods of time</p>	<p>A Coruna faces barriers to Elements 1 and 3 on this topic too that can affect the implementation of the CTP. Capacity building transfer and regulation's transfer are partly affected and improvements are expected by the partner.</p> <p>Caen faces barriers to Element 3 on this topic. It looks like Caen ULG members are not motivated to contribute to the E3 that is supported mostly by the city project team.</p> <p>Loures also faces barriers to Element 3 on this topic. It looks like Loures ULG members are not motivated to contribute to the E3 that is also supported mostly by the city project team. Special efforts on this topic are foreseen by the city officers.</p> <p>Vilnius considers this barrier as a typical result of long period projects and that is not affecting the CTP.</p> <p>-----</p>
<p>Cultural differences between good</p>	<p>Caen faces barriers to Elements 1 and 3 on this topic, as different cultural backgrounds can always be an obstacle to transfer. The city expects support from the network expert and the lead partner to overcome this barrier.</p> <p>A Coruna faces same barriers as the lack of a powerful associations' network is very critical for both elements E1 and E3. Improvements in governance are needed.</p> <p>Krakow faces same barriers in all elements E1, E2 and E3, but the city officers stated that these barriers doesn't affect</p>

<p>practice and my transfer city</p>	<p>strongly the CTP. They focus in promoting the idea of urban gardening among the inhabitants.</p> <p>Thessaloniki faces barriers to Elements 1 and 3 on this topic too, since there isn't a long tradition in Urban Agriculture either in a personal level and/or a communal level. The city focuses to provide available space to Urban Gardeners.</p> <p>-----</p> <p>Caen faces strong barriers to Elements 1 and 3 on this topic that do affect the CTP. Citizens need to be pressive to the municipality to overcome these barriers.</p> <p>A Coruna faces strong barriers to all Elements on this topic that do affect the CTP. Promoting the creation of associations, particularly through next calls for transfer urban gardens is an action that could help to overcome these barriers.</p>
<p>Legal, administrative and operational differences between good practice & my transfer city</p>	<p>Krakow faces limited barriers to Element 3 since establishing associations is not as popular as in the city of Rome, but it doesn't affect the CTP.</p> <p>Loures, Vilnius and Thessaloniki face barriers to Element 3 since establishing associations is not as popular as in the city of Rome, but this affects only a bit their CTP. City officers and project team members are working hard to overcome these barriers.</p> <p>-----</p> <p>Vilnius, Krakow and Thessaloniki are working to involve more strongly the city administration in the second part of the project – in 2020. Element 3 adaptation and adoption is the key point of their transfer efforts so far.</p>
<p>Lack of interest and involvement of the city administration and decision makers</p>	<p>A Coruna faces strong barriers to all Elements on this topic that somehow affect the CTP. New city Council institutional representatives are expected to be more active on the project needs and expectations.</p> <p>Caen faces really strong barriers to all Elements on this topic that affect also strongly the CTP. Since urban gardening is a totally new policy instrument for the city, overcoming these barriers looks really difficult for the moment.</p> <p>-----</p> <p>Caen considers that next spring local elections could affect negatively the CTP in all elements.</p>

<p>Change of political representatives or change of city focus</p>	<p>A Coruna recognized as barriers the change of legislature in the middle of the project period that has slowed its implementation and hindered the involvement of some public local representatives. Special efforts from the project team are needed for improving E3 transfer.</p> <p>-----</p>
<p>Funding</p>	<p>For all partners except Thessaloniki funding is considered as a barrier to develop the urban garden city strategy following the new city regulations (E3). The approved regulations by the city councils are considered as a main tool to overcome future funding barriers. The biggest barrier is stated for Caen.</p> <p>For Thessaloniki budget is only a barrier t for the further development of Urban Gardens, not for the CTP.</p> <p>-----</p>
<p>External Support</p>	<p>Krakow needs external support in all elements to overcome barriers regarding the city urban gardens development, but this is not affecting the CTP.</p> <p>Thessaloniki and Vilnius needs Support from institutions like the UNI for consulting the Gardeners.</p>

- No real surprises emerged for the Network Expert!

I, as NE worked very hard during the first months of 2019 to prepare all project templates, presentations and followed in details the partners ULG preparations & meetings (agendas and minutes) step by step project implementation (especially during the first semester).

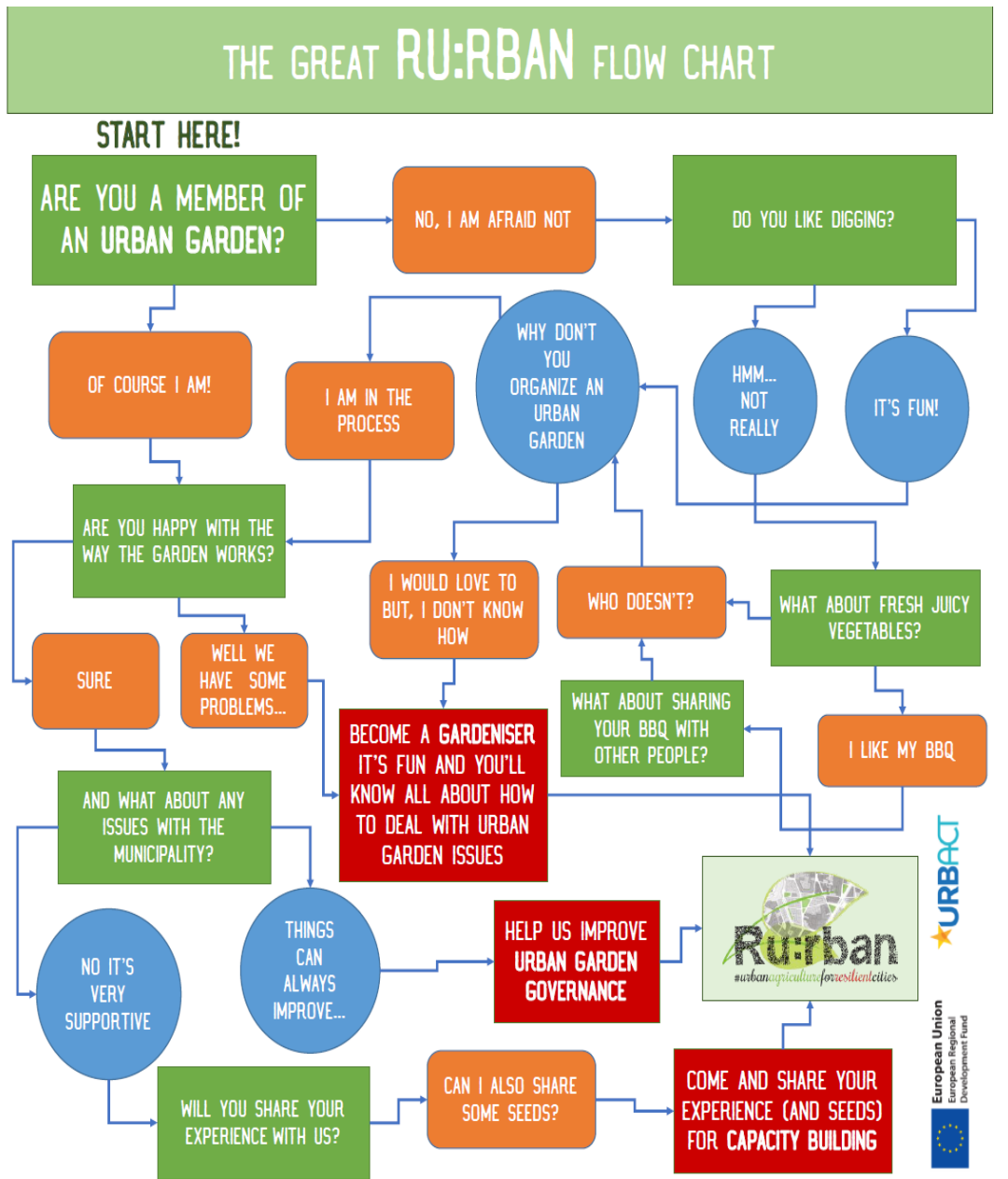
Mine main concern was to support the 2 partners (A Coruna & KEDITH - Thessaloniki) that faced many problems in administrative aspects, as also to act on time and to follow their project CTP. I contacted in person with city officers to encourage and motivate them to continue working effectively in the project, as it was obvious that these partners were almost there to leave the partnership. Now, that all main difficulties overcome, mine main concern is to support as possible A Coruna to act more on capacity building aspects and motivate some critical ULG members to join the project even in year 2.

A very positive, as also really big surprise was the enthusiasm of ULG members that participated in all TNMs and especially in Loures and Thessaloniki. The poster sessions and the bilateral discussions in open space were not only interesting, but also inspiring for all of us. Urbact is mainly for citizens involved

and to make them be involved in a very fruitful way, was a real success of Ru:rbn Transfer Journey so far!

Finally, another positive thing is the perfect cooperation with the LP representatives and the 2 other experts. We all act and support partners on time and as needed, without any delays or following typical deadlines. In very few cases "I had to put some things in order" acting as catalyst when some partners were complaining about the demanding tasks and tight schedule of the transfer journey.

A real positive surprise came by the end of 2019 from the Thessaloniki ULG coordinator Georgios Giouzepas and is a very interesting Transfer Diary infographic following!



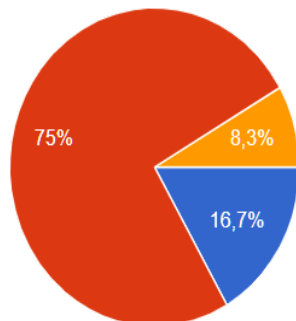
- LP participated in a special survey prepared for Transfer Network LPs and summarised the network experience so far as positive.

Highlights emerging from the LP survey & identified during the MTR are:

- Ru:rbn Network Transfer experience **is considered as positive**
- Transnational and ULG meetings, Transfer partners' contribution and producing Improvement Plan are **considered as very good**
- Campus capacity building, bilateral meetings and Network Expert support are **considered as very very good**
- The Ad Hoc experts role is **considered as crucial**
- **LP stakeholders acquired new skills:** capacity in management, workshop facilitation, problem solving, use of new tools and processes
- LP stated **successful production of Vox Pops**
- The Improvement Plan **is not fully realized by the end of 2019**
- Identified risks for project partners: **lack of political support and financial resources... going towards the end of the project and beyond...**

Section 2: Transfer and Improvement Progress

- Key messages from the partner survey are following:
 - The progress of the transfer process assessed as it was expected or more by 11 out of 12 participants

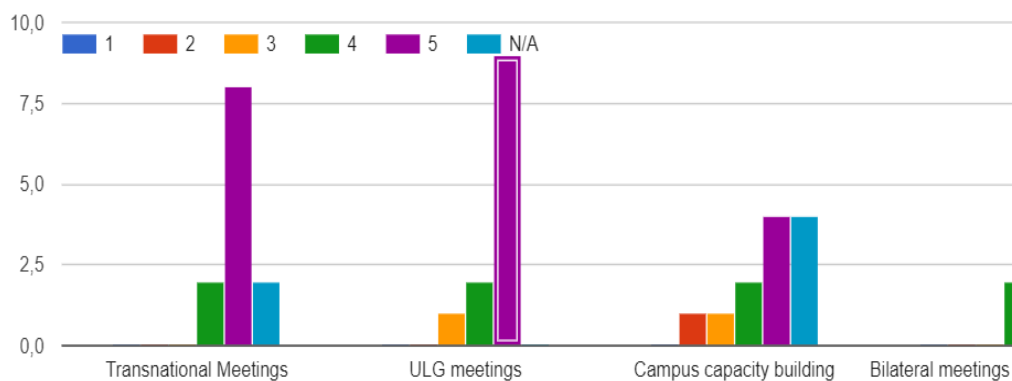


- We have made further progress in the transfer process than expected (please answer also Q3)
- We have made the same progress in the transfer process as expected (please go straight to Q4)
- We have made less progress in the transfer process than expected (please answer also Q3)

- LP and LE support are considered as positive and very positive



- Factors that affected the difference from partners Transfer Plan expectations are mostly political changes and slow administrative procedures
- Elements of the Network experience that have been most useful so far are TNM & ULG meetings



- Key factors slowing or accelerating the transfer process:
 - Loures is following the CTP as planned. Some delay on the implementation at Quinta do Mocho Communitarian Urban Garden is foreseen.
 - Krakow officers are working very well with the ULG members.
 - Political changes and slow administrative procedures effected Thessaloniki and A Coruna
 - Caen missed institutional support from previous local administration. Institutional changes are expected after the forthcoming local elections.
 - Vilnius already prepared by December 2019 the draft of the regulation and is waiting to be approved by the city council
- Partners that have made more progress and the factors that are behind this.

- Loures is very active not only to follow their CTP, but also to capitalise the project transfer journey into new urban gardens establishment (at Quinta do Mocho). The city officers supported by the local politicians are capitalising the project results, not only to transfer the three elements, but also to work more extensively in the policy topic.
 - Another point that emerges from Caen officers is that they are matching Ru:rbn with the Big Barrels project.
 - In addition, Loures city officers are working very hard for their ULG meetings and visiting on site gardens or citizens groups interested in participating.
 - Krakow project team and ULG coordinator have also made more progress regarding their CTP, by working in the direction of schools motivation to take part in the city urban gardens and extra dissemination activities. The main factor is that the city considers this aspect as critical for influencing the small children “acting green” mindset.
 - Thessaloniki is matching Ru:rbn transfer efforts with other environmental activities and initiatives such as 100 Resilient Cities Organisation.
- **Partners that have made less progress and the reasons for this.**
 - A Coruna faced problems and barriers (already described above). Regarding Element 1 there were not many stakeholders attended the TNM of year 1, as also the local ULG meetings Element 3 is still pending and more efforts are expected to draft a regulation not only with the city officers' contribution, but also with critical stakeholders of the city urban gardens.
 - Caen is not working for the Element 3 as to prepare a clear new Regulation of Urban Gardens, but on document named as Convention most suited for the city community gardens.
 - Thessaloniki was delayed in all aspects included in the CTP, mostly regarding Elements 1 and 2, due to administrative issues mentioned also above, but many improvements and efforts put, after September 2019 to improve the transfer picture.
 - **Improvement Plan of Rome progress as Lead Partner.**

Rome as LP has prepared an improvement plan, as the project team is working very closely with the city urban garden associations to improve the existing city regulation. The LP is very active in organising its ULG meeting that are always a big success. Each time there are different kind of sessions included in the ULG meetings' agenda, as the LP capitalises Ru:rbn to improve not only the city regulation with aspects coming from the other partners experiences, but also to improve the management model of the gardens and to raise the capacity building of the Roman stakeholders. The LP ULG members that participated at the project TNMs were a critical success factor to mobilize other partners'

stakeholders to act in the direction of the associations' urban gardens model of Rome.

The LP followed all project tasks and was very much interested in the A1 - Barriers MTR additional tool that provided with critical results on how to proceed the city improvement plan.

- [Transfer Network Meetings](#)

The 5 Transnational meetings were very well assessed by the city partners (except the kick off meeting in Rome where there were limited participation of some partners ULG members). All TNM were concentrated in all elements (except Vilnius TNM that focused in Elements 1 and 3). It was a decision by all partners to organise an additional Gardenisers training in Thessaloniki TNM-MTR as there were more ULG members that wanted to be Gardenised! They all have been really intense, but all post TNM city reports after each meeting pointed out that were inspiring and mostly fruitful.

In particular the Ru:rbn TNMs' allowed:

- Partners and ULG members to work together in Elements 1 and 3 guided by the lead and ad hoc experts. Capacity building raise was always a critical aspect meeting after meeting for our transfer efforts. Sessions and discussions about problems expected for each city regulation preparation inspired all partners to overcome their initial fears of working in a very demanding project outcome.
- All partners to increase capabilities of local coordinators and all participating ULG members' capacity building in the project key topic.
- Partners ULG members' met and discussed their urban gardens management needs, as also problems and mainly areas for improvements based on international experience gained.
- Each hosting city to showcase their case study garden management model

NE, ad hoc experts and LP organised all TNMs in a very dynamic and participative style, always tried to invent new innovative interactions specific to the topic and the participants demands (stated in each post city report after each TNM). All TNM sessions were fully interactive and well prepared in advance the meetings. The TNMs were always inspired by a famous local painter paintings and enriched with short visits in historical monuments.

- [What we have learned in overall so far about the good practice transfer process between cities.](#)
- The LP experience in the topic (Urban Gardens Management) is crucial and the backbone of the project. This experience is based sometimes on charismatic people that are always really there to influence and inspire the partnership.

- Element 1 acts as the “main transfer engine” that inspires all to gain experiences from each other and raise the urban gardens management capacity building.
- Element 2 turned out to be the most famous component of the project, since it is very interactive and unites people under the training's goals.
- Element 3 will be the most valuable transfer outcome for each city. Having an adopted regulation based on local needs, but also in international experience will be the most useful tool for the cities to continue working on the policy topic after the end of the project.
- TNMs common and interactive tasks produced a positive impact among the partners and ULG members.

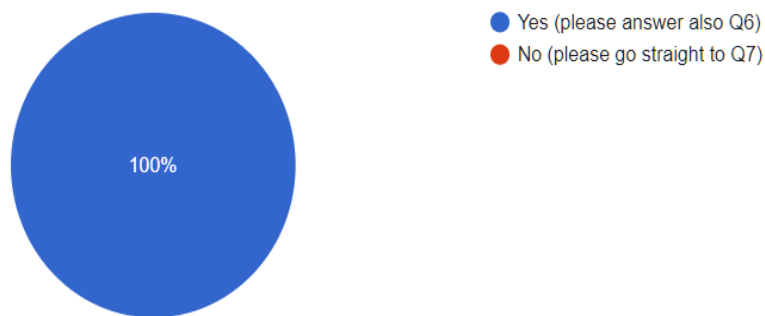
Section 3: Tools and Skills

- Elements of the network experience that have been most valuable from the survey and the MTR discussion.
 - The decision of the NE to set a clear set of the 3 Elements to be transferred and organise the full project methodology and TNMs based on this structure, turned out to be the success Ru:rbn key. All partners have very clearly in mind what and when to act for each element needs, which people should be involved and what are the transfer expectations.
 - Different and innovative sessions in each TNM like the Posters presentations and discussion (as also on the spot made Vox Pops by many different ULG members) were very inspiring and valuable, as also raised the attendees' interest to continue following the project transfer journey. These session united all participants in a group around the posters that gave very interesting results, especially to be informed of different kind of activities happening in all urban gardens.
 - Partners really appreciated feedbacks on similar/connected initiatives elsewhere in EU/worldwide proposed by ad hoc expert Mrs Cioli
 - Partners found very useful the NE guidance to occasionally go through the current status of the TP – to remind every partner what is missing and what should be changed, what can be learned and shared amongst the partners
 - All people trained as Gardenisers found Element 2 as creative and amusing, while the knowledge taken was also very useful on how to organise these gardens, working as a community with common goals
- Conclusions that I have as Network Expert about these valuable Elements

In general, partners consider Urbact projects as very demanding, low budget projects, but somehow they also consider the program as the best value for money one among other EU interregional exchange of experience programs.

The project team group spirit that is influenced by the NE and LP during the preparation of all steps is a critical point to count down (even during the midterm period) valuable and successful elements to report. Partners need clear guidance to follow the project tasks, but they need also to be a part of an “inspired” group that really support their local communities to improve a policy topic.

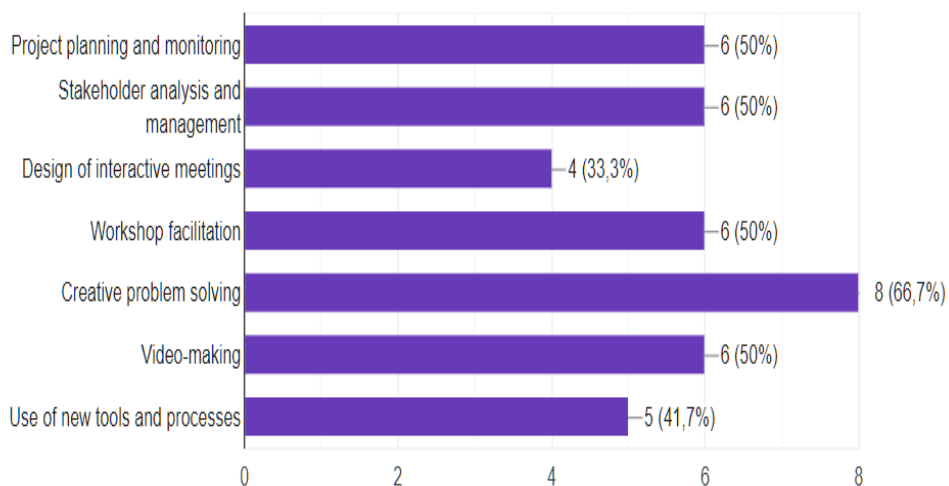
- Skills that ULG members acquired according to the MTR feedback. Reflections by the NE.
- All partners stated that all ULG participants acquired new skills from their project involvement so far.



- The picture of Skills that partners have learned or improved are:

6. Which skills have they learned or improved?

12 απαντήσεις

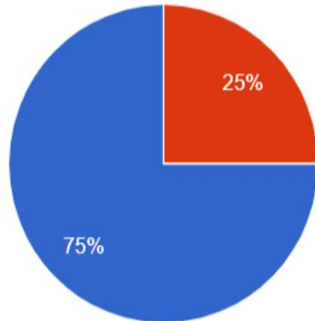


- As NE I am really happy to picture the happy faces of the ULG participants in all TNMs right after the capacity building sessions. Working hard with other European citizens with similar ideas or way of life and especially for a very interesting topic, ends up to great satisfaction that these kind of programs funded by the EU are not only for city officers or experts.
 - Our ULG members had the chance to use new tools to better understand the role of the urban gardens' management model that can be adopted in their city, to improve the operation of it.
 - The "Ru:rbaneers", our project partners and ULG coordinators had the chance to be part of the Urban model project team, that provided them with methodology model and tools to improve their effectivity in the policy topic, to take part in a project with clear transfer expectations, to be part as facilitators in workshops, seminars and bilateral round table discussions and finally to improve their skills in new modern dissemination tools like video making!
- The partners' assessment of the Transfer Diaries experience to date. Good examples and steps that can be taken to support those who need further help.
- All diarists are chosen by each partner and the minimum number of entries are set by the end of 2019. Although it was a bit confusing to understand what was expected by the program, the situation is very clear after this summer. A small problem that is not solved is that in some cases, partners decided to have more diarists than 3 (as is the program direction). This decision is because different ULG members are attending the TNMs.
 - We spend (and we still do) a lot of efforts to drive the partners and their diarists to be creative and innovative in many different ways:
 - Giving a "template" as a basis, but mostly ideas to follow
 - Presenting many interesting examples from other projects
 - Working on the spot during TNM to produce interesting diaries

According the following screen shot, 25% of the participants in the survey still need some kind of support to be more effective and to be on time to deliver the entries. I am not in general satisfied with the majority of the diaries, as sometimes are more than typical deliverables, than real inspirational stories coming out of the transfer experiences. The content is somehow according the expectations, but the format of the diaries is mostly a typical text and picture document.

A good example of an entry produces by Georgios Giouzepas after Thessaloniki MTR – TNM and is sent to all partners as an example to follow in 2020.

7. Which best describes your situation now in relation to the Transfer Diaries?

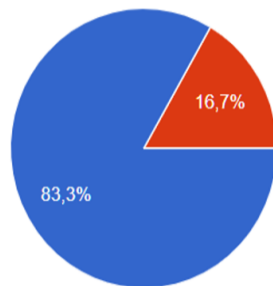


- We're on top of this – we've identified diarists and have shared content
- We've found this difficult, but we're making progress on diary content
- We're really struggling – and could do with additional help on diaries

- The partners' assessment of the Vox Pop experience to date. Good examples and steps that can be taken to support those who need further help.
- The picture regarding the situation in relation to the Vox Pops produced is very good (very few partners found them a bit difficult to produce).

8. Which best describes your situation in relation to the vox pops?

12 απαντήσεις



- We're on top of this – we've posted content or it's under control
- We've found this difficult, but we're making progress
- We're really struggling – and could do with additional help with vox-pops

- Good examples considered to be Vox Pops by the lead partner and support will be given to partners.
- The LP and KEDITH produced interesting Vox Pops during the Phase 2 kick – off meeting in Rome and MTR meeting in Thessaloniki. In general, as NE I am happy with the stories told with these Vox Pops that also followed the rules set by the project communication officer. Vox pops produced so far reflect a wide range of different voices like elected officials, directors, project managers, citizens, experts etc. Krakow need

to be a bit more productive by the TNM scheduled for June in Poland. No specific additional support needs to be given to the partners.

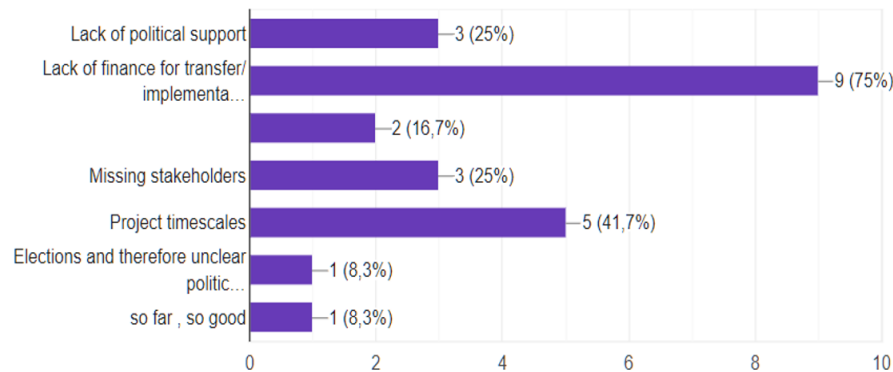
- All partners that hosted a TNM produced an excellent city video uploaded already in Basecamp repository.
- The project Transfer Story will be prepared after month 18 and will be a professional transfer storytelling video, following a basic script by the NE to describe the story in partners Urban Gardens Management before and after.

Section 4: Looking Ahead

- The biggest risks to partners' planned transfer activity coming from the MTR process as also the A1 – Barriers report by the NE.
 - The biggest risk (as it was expected) is the lack of finance to support the transfer efforts and of course to establish new urban gardens (mostly speaking about Loures, Caen and Krakow).
 - Partners believe that the project timescale is also a risk especially to finalise Element 3 (approval of the city regulation by each city council). NE explained (as planned in the CTPs that until December 2020 all partners need to finalise the local regulation and submit it to each responsible city council).
 - Lack of political support (mostly for Caen due to forthcoming elections) and missing stakeholders (mostly for A Coruna due to low interest of critical stakeholders) are also risks mentioned during the MTR round table.
 - Caen is facing a variety of barriers to overcome to transfer the CTP. Most of them are due to short history on this Urbact policy topic. The lack of experience in established urban gardens and the low interest of city representatives, as also the lack of funds are examined to amend the CTP targets & indicators, regarding Element 3.
 - A Coruna faces big barriers in involving critical number of ULG members to the project, due to late reactions concerning the start-up project steps. The NE decided the alternatives to support the partner to mostly work further on to Element 1 and 2, than Element 3.
 - A Coruna faces also a lack of ULG motivation that is also a risk for their transfer efforts during 2020.
 - Cultural differences between good practice and the transfer cities were very clear from the beginning, but NE and LP managed to adapt the transfer methodology to overcome risks and barriers coming from this expected aspect, that is critical for all transfer projects.
 - Legal, administrative and operational differences between good practice & transfer cities are critical for A Coruna that faces strong barriers to all Elements on this topic that do affect the CTP. Krakow faces limited barriers to Element 3, since establishing associations is not as popular as in the city of Rome, but this point doesn't affect the CTP.
 - The 4 other cities are working hard to overcome barriers set, that don't effect strongly the CTP.

9. Looking ahead, what are the biggest risks to your plans in the next phase of the project?

12 απαντήσεις



- Steps that can be taken to mitigate the risks at city/network or programme level coming from the discussions with the partners.
- City level steps to mitigate the risks
 - A Coruna will work very hard during the 1st semester of 2020 to mobilize the critical stakeholders to participate in the forthcoming ULG meetings. They will also disseminate the Gardenisers toolkit as an extra motivation to join and be informed in details on the training aspects. Regarding E3, the city officers with the support of external experts will adopt a regulation even without all stakeholders' participation.
 - A Coruna faces strong barriers to all Elements on legal, administrative and operational differences between good practice & the city that do affect the CTP. Promoting the creation of associations, particularly through next calls for transfer urban gardens is an action that could help to overcome these barriers.
 - A Coruna will also organise a meeting between the municipal representatives and URBACT national point (Jon Aguirre) to boost Ru:rbn network in A Coruña and define a joint strategy to enlarge ULG.
 - Caen is not supported in E3 by the local stakeholders that are not motivated to contribute to the regulation. The local regulation will be formulated mostly by the city project team.
 - This is also a step to be followed by Loures and Thessaloniki that face some barriers of retaining high motivation of ULG members over long periods of time.

- Vilnius, Krakow and Thessaloniki are working to involve more strongly the city administration in the second part of the project – in 2020.
- After the collection of the last contributions from municipal services, Loures officers will propose the regulation for approval in a municipal's chamber session early in 2020.
- Krakow will act in additional dissemination activities of the ideas about social gardens to the residents of Krakow, showing them the advantages and values that result from this activity.
- All partners will monitor their CTP tables including targets and indicators to make (if needed) modifications based on this Report decided actions.



GARDENISER TOOLKIT



European Union
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- Network level steps to mitigate the risks

The NE and the LP after discussing all risks and strong barriers ahead with all partners decided to act by the Krakow TNM (June 2020) with:

- All partners will present the Gardenisers toolkit produced as project deliverable by Andrea Messori in a ULG meeting by March 2020. This will give the opportunity for more people to be informed of the project urban gardens management methodology.
- 4 additional ULG members Gardenisers training courses days in Loures, A Coruna, Caen and Krakow are decided. These special trainings were a real transfer success so far and it was decided to add these courses in network level to support the related partners to motivate ULG members during 2020, hosting another project event in each city.
- A bilateral meeting in A Coruna by the LP, experts, city officers and ULG members is decided to be prepared and organised in A Coruna by April 2020. It is estimated that it will strengthen the partner to be more effective in Elements 1 and 3.
- In Thessaloniki a meeting with the head of the Urban Environment Management of Thessaloniki is being additionally organized as also a meeting with the responsible Vice mayor will also be conducted. If needed the NE will also be present to support the ULG coordinator to proceed the E3 preparation and approval by the city council after its completion.

- Programme level steps to mitigate the risks

No need for programme level actions to mitigate the risks.

- Summary messages emerging from the MTR process and how will these affect the project priorities for the next stage of the project.



As partners believe there is an excellent leadership by the LP, the Ad hoc experts and the Network expert, very well structured, contacted and managed. The 3 Elements are being transferred as planned considering the

very demanding transfer challenges, the very wide range of different kind of deliverables, tasks expected by URBACT JS.

The transfer journey (that was strongly front-loaded in year 2020) is successful so far, in terms of ULG involvement and capacity building raise of all people involved.

NE & LP dedicated many efforts to design interesting and mostly interactive TNMs, to develop dedicated templates and tools and to support all range of issues that raised by the Ru:rbn transfer.

NE & LP stressed during the MTR the articulation between TNM and ULGs and the potential reusing the Transfer modules worked during next partners TNM in order to pass the content and tools to the ULG meetings. Rather than passive observers, the ULG members took part to TNMs were actively engaged as ambassadors of their respective cities and reporters of the lessons learned after the meetings and their experiences gained.

The network managed to avoid critical problems from specific partners arisen through the transfer journey, due to relative lack of ambition in terms of progress from certain city partners.

Constant leadership efforts from the LP representatives characterizes the first half of the Transfer period. LP is working on Rome Improvement plan and demonstrates by its own actions, a systematic innovative posture that leads and confirm the fact of being a really Good Practice City.

There is still time for all activities foreseen (as also additional actions decided in the first semester of 2020) and partners will have the time and support to overcome barriers and mitigate risks foreseen in MTR discussion as areas of improvement.

